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AGENCY PROGRAM FOR THE SEPARATION OF SURPLUS PERSONNEL

1. Purposes

The agency's program for the separation of surplus personnel applies in two basic types of situations: first, it applies to an absolute numerical surplus (that is, when the number of individuals employed in a particular category or activity is larger than necessary); second, it applies when it becomes necessary to correct imbalances in the manpower characteristics of a particular category of personnel.

The first of these is comparable to the reduction in force situation usually encountered in other Government agencies. The second, however, results principally from the requirements of our clandestine operations.

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Some of the personnel adjustments required to solve this problem can be accommodated by transferring clandestine services personnel to other parts of the organization by continued emphasis on the removal of individuals whose performance falls below acceptable standards, by encouraging optional retirement of officers as soon as they become eligible, and by assisting individuals in relocating in other employment. However, these steps alone have not been sufficient to deal with the numbers of such individuals who must now be moved to bring about a more balanced grouping of personnel in the clandestine services and it has been necessary to take action on a more vigorous scale both to correct existing imbalances in our manpower assets and to establish a basis for avoiding serious problems in the future. The magnitude of the adjustment required is reflected in the chart attached as Tab A which shows the actual and projected age distribution of clandestine services personnel.

2. Procedure

The procedures for identifying the particular individuals to be separated as surplus include the following steps:

- a. Identification of surplus categories: Surplus categories are identified by grade levels and by such other characteristics common to the group as will clearly identify and isolate the group under consideration. Both

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this identification and the determination of the size of the reduction to be made must be approved by the Director of Central Intelligence.

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- b. Ranking of individuals within a surplus category: Each individual in a surplus category is ranked as to order of precedence for retention on the basis of his record of past and current performance, qualifications, accomplishments, potential, and contribution to the mission of the Agency. These rankings are first made by boards of senior officials in the same service in which the surplus exist; these are then reviewed in detail by a second board of officials from other elements of the Agency, by the Deputy Director concerned, and the Director of Personnel who makes the final recommendation to the Director of Central Intelligence concerning the specific individuals to be separated.
- c. Reassignment of Surplus Personnel: Before the Director of Personnel recommends the separation of an employee as surplus, the possibilities for the individual's reassignment elsewhere in the Agency to vacant positions commensurate with his qualifications must be carefully considered.
- d. Appeals: An employee may appeal his separation to the Director of Central Intelligence. The Inspector General of the Agency investigates each appeal before final action is taken on it by the Director of Central Intelligence.

3. Separation Compensation

Among the employees to be separated as surplus, particularly those from the clandestine services, are individuals who, because of the nature and circumstances of their service with the Agency are at a special disadvantage in making occupational transfers and may therefore be unable to command reasonable levels of earned income for an extended period of time following termination of their Agency employment. Such persons would include, for example, those who are called upon to acquire and use skills and knowledge so peculiar to the conduct of clandestine operations that they are not in demand elsewhere. Also, the nature of an individual's duties may have been so highly classified that he cannot be permitted to describe his experience in sufficient detail to demonstrate his qualifications adequately to a prospective employer. Separation compensation is authorized by the Director of Central Intelligence in such cases for the purpose of assisting these individuals during the process of their rehabilitation.

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